

Children's World

Year in
Review
1989

CHILDREN'S HOSPITAL

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Children's Hospital

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Children's World is published by
the Office of Public Affairs
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The Year in Review

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FIRST CLASS PERMIT NO. 29971 BOSTON, MA

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Message from the Chairman and President

*John P. LaWare, chairman of
the board (left), and David
S. Weiner, president*

The close of a decade affords an ideal opportunity to look beyond the work of a single year, and focus instead on the collective activities, accomplishments, and progress of a 10-year time span. The work accomplished at Children's Hospital during the past 10 years has positioned the institution to extend its clinical and research leadership into the next century.

Perhaps the most significant milestone of the 1980s was the construction and occupancy of the hospital's new patient care building, a magnificent 10-story facility that makes the hospital experience more comfortable for patients and families, and facilitates the delivery of care. The design is a carefully articulated reflection of the hospital's long-term commitment to family-centered care, a philosophy that flourished throughout the 1980s as the emotional needs of the family were widely recognized to be an integral part of total health care.

The new patient care facility comfortably accommodates today's highly sophisticated equipment and services that improve and save so many young lives. The building also will support the health care needs of tomorrow. Construction, in fact, began last year on a magnetic resonance imaging facility that will significantly improve the diagnostic capabilities available at Children's.

Just as changes in the delivery of patient care created the need for a new hospital building, breakthroughs and advances in pediatric research created the need for larger and updated facilities to house Children's investigators. As construction of the patient care building ended, across the hospital's driveway ground was broken for an addition that will nearly double the space in the John F. Enders Pediatric Research Laboratories, already the world's largest pediatric research center.

The modern research environment offers scientists much-needed laboratory space and state-of-the-art equipment necessary to support

the ambitious projects that are expanding the boundaries of medical knowledge and improving the understanding of devastating diseases that afflict children.

Amid the strides in research and the improvements in patient care of the 1980s came troubling news of unacceptably high infant mortality rates. Too many young lives today are in jeopardy because of poor nutrition, inadequate prenatal care, or lack of access to basic health care. Recognizing these problems, Children's continues to offer programs and services that bridge the gaps in health care. Through such services as the Comprehensive Child Health Program, Pediatric Group Associates, and the Martha Eliot Health Center, Children's provides primary care for youngsters at risk and responds to pressing community health care issues affecting underserved families and children.

The past year was marked by new efforts to extend Children's specialty services to the suburbs of Boston. In September, the Children's Hospital Specialty Care Center opened in Lexington to serve the specialized pediatric needs of families and referring physicians north and west of Boston. In addition, specialists in pediatric emergency medicine from Children's recently began providing care in the Emergency Department at Framingham Union Hospital through a collaborative program that enhances the quality of pediatric emergency care in the western suburbs.

Health care in the 1980s, however, involved more than establishing programs, building facilities, offering the latest technology, and discovering cures for childhood disease. Children's Hospital was presented with new challenges to maintain excellence in the face of increasing regulation and cutbacks in financial support from the state and federal government.

Hospitals throughout the state have had to undergo many changes as the public increasingly demands strict control of health care costs. Today the business of taking care of patients requires creative management working to achieve greater efficiencies without losing sight of the human dimensions that make health care such a special calling. It is a tribute to the dedicated and talented professional and support staffs at Children's that the hospital has been able to maintain its vital commitment to high-quality, compassionate care in the face of increased volume and constant pressure to work more efficiently.

Continued on next page

Despite external pressures, Children's Hospital is fiscally sound, in large part because of the generous contributions of its immediate and extended family of supporters throughout the community. Philanthropic support grew significantly in the last half of the 1980s, playing an increasingly important role in supporting the institution and its programs. In October 1985, the hospital launched The Children's Campaign, an ambitious five-year, \$40 million fund-raising effort to support construction of the patient care facility and provide endowment for research programs. With only a few months left, the campaign seems assured of success.

Everyone at Children's has been deeply gratified by the widespread affirmation of the hospital's mission to provide excellent child health care. Children's will continue to depend upon such generous giving in the coming years to ensure the hospital's continued ability to offer comprehensive pediatric services to the children of the region.

The Children's Hospital League remains steadfast in its loyalty to and support of the

hospital's ongoing work, pledging \$2 million to the campaign and funding a variety of programs that enhance the quality of life for hospitalized children. In addition, a decade-long relationship with WBZ Radio and TV has resulted in nearly \$6 million in contributions to hospital programs, while telling the Children's Hospital story to thousands of listeners and viewers.

Since its founding in 1869, Children's dedicated employees and staff have made an important difference in the lives of families in Greater Boston, New England, and around the world. The past decade has seen this institution continue to set the standards for excellence in pediatric health care.

Vastly more important than looking back at the 1980s, however, is looking ahead. The agenda for the upcoming decade is rich with opportunity to bring greater hope to the hospital's young patients and their families. We welcome the 1990s, confident in our ability to meet the challenges with an unwavering commitment to the health and well-being of children everywhere.



John P. LaWare
Chairman of the Board



David S. Weiner
President

1989 Activities and Accomplishments





1989 Activities and Accomplishments

Stages of construction mark the progress of the 12-story addition to the John F. Enders Pediatric Research Laboratories.

Busy year at the Enders expansion site

A number of construction highlights took place at the 12-story expansion to the John F. Enders Pediatric Research Laboratories during 1989, as architects, engineers, tradesmen, and construction workers prepared the addition for occupancy in early 1990.

Members of the Board of Trustees gathered in February for a tour of the facility and to witness the topping-off ceremony, during which ironworkers secured the final beam of the building's steel skeleton.

As ironworkers were finishing the top of the framework, construction onlookers witnessed the most visible stage of construction, when the 11- by 25-foot pre-cast stone aggregate and concrete panels were installed on the lower floors. The application of this exterior "skin" was completed in May and was followed by the installation of windows.



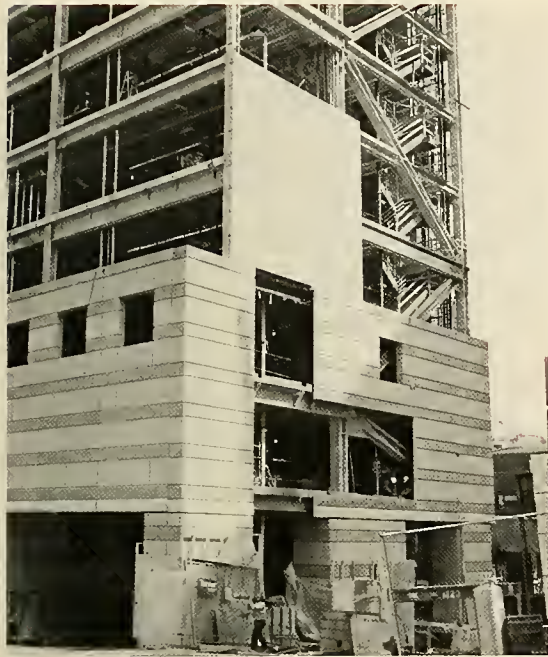
Crews also performed extensive work on Phase II of the expansion project in 1989, which involved forging the connections between the existing Enders facility and the expansion.

Much of the interior work at the Enders site took place during the spring and summer months, and included laboratory casework, duct work, installation of all utility components, and pipe fitting for sprinkler systems, water lines, and drainage systems.

The expansion's sophisticated auditorium took center stage late in 1989, as crews worked to complete the 168-seat facility that will house medical and surgical grand rounds, postgraduate seminars, and other hospital events, programs, and meetings.

The building project has been managed by the research expansion project team from Facility Planning, construction managers Turner Construction Company, and architects Ellenzweig Associates.





Children's and Turner were commended by the city of Boston in 1989 for actively working to comply with an ordinance designed to increase job opportunities in large-scale construction projects for city residents, minorities, and women. The Enders expansion project was one of only two of the 19 city projects that came close to meeting target employment goals of the ordinance, the Boston Residents' Job Policy.



Children's Hospital adopts revised institutional identity

Throughout 1989, efforts continued to plan and develop a set of consistent graphic standards that effectively and appropriately identify Children's Hospital to its diverse audiences.

The new graphic standards, which are currently being implemented throughout the institution, feature the name "Children's Hospital" printed in a traditional typeface, beneath an updated presentation of the hospital's long-serving oval medallion, featuring a nurse holding a child.

Designed to build on Children's current identity, the new graphic system creates a more contemporary hospital image that will carry the institution into the 1990s and beyond. Yet the identity retains its human dimension, reflecting a 120-year tradition of service to the many children who have sought the hospital's special kind of care.

Virtually all communication vehicles — stationery, business cards, publications, forms, advertisements, posters, banners — will carry the new design. The uniform graphic standards, along with specific instructions for proper usage, will give consistency to the institution's presentation and will help eliminate the confusion brought on by the many visual identifiers that have represented Children's Hospital in recent years.

The new graphic standards arise from months of evaluation and planning that included interviews with a wide range of people, both internally and externally. The identity project was coordinated by the Office of Public Affairs in conjunction with Downey, Weeks, and Toomey, a New York-based institutional identity consulting firm.



Children's Hospital



Strides in Patient Care

Scientists employ growth factors to treat patients with aplastic anemia

Physicians and researchers at Children's reported encouraging results in a 1989 study using growth factors to treat children with severe aplastic anemia, a disease marked by the body's inability to produce certain blood cells.

The study of nine patients provided insight into the effectiveness and toxicity of granulocyte-macrophage colony stimulating factor (GM-CSF), a growth factor that stimulates production of infection-fighting white blood cells.

Eight of the nine patients completed an initial four-week course, and six responded with a threefold increase in granulocytes — one of the targeted white blood cells.

Doctors concluded that GM-CSF restores granulocyte counts to protective levels in most children and may eventually serve as an alternative to bone marrow transplantation, currently the treatment of choice for patients with severe aplastic anemia.

The study was conducted by Eva C. Guinan, M.D., assistant in Medicine (Hematology/Oncology); David G. Nathan, M.D., physician-in-chief; and Colin A. Sieff, M.D., research associate in Medicine (Hematology/Oncology).

Clinical trials continue for AIDS treatments

As the incidence of pediatric infection with the human immunodeficiency virus (HIV) continues to increase, so does Children's multidisciplinary effort to care for children and adolescents affected with HIV infection and AIDS.

Staff members of the Children's Hospital AIDS Program (CHAP) have joined other hospital health care personnel in studying a variety of clinical issues related to patients who have been treated at Children's.

Issues being explored include immunizations for children with, or at risk for, HIV infection; cardiac abnormalities in HIV-infected children; anti-pneumocystis prophylaxis; use of antibiotics with HIV-infected children; universal precautions to protect health care workers from AIDS; and dilemmas presented by day care and school attendance of HIV-infected children.

In addition to various ongoing clinical trials for the drug azidothymidine (see related story in "Research Highlights" section), CHAP members operate the Infectious Diseases HIV Clinic one day a week.

This outpatient program provides counseling for patients and families before and after HIV testing, teaching of home care practices

Above:
Eva C. Guinan, M.D., assistant in Medicine (Hematology/Oncology), works in her laboratory to study the effects of growth hormones on abnormal blood cells.

Right:
Children's representatives participated in a march against AIDS and a rally sponsored by the AIDS Action Committee.



to help reduce the number of physician visits and hospitalizations, and consultation for problems with infectious diseases, nutrition, development, and other medical, social, and family matters.

Children's is currently caring for 126 children who have AIDS, HIV infection, or are at risk of HIV infection from perinatal transmission.

Digital and Children's team up to help disabled children communicate

A marriage of the clinical innovation of Children's Communication Enhancement Center (CEC) and the technological insight of Digital Equipment Corporation has greatly improved the way children with special needs can communicate.

Howard C. Shane, Ph.D., director of the CEC, within the Department of Otolaryngology and Communication Disorders, has worked with his staff and engineers from Digital's Applied Technology Group to increase the applications and availability of computerized speaking devices. The resulting battery-powered DECTalk unit is much smaller, far less expensive, and retains the natural-sounding voices of earlier DECTalk versions.

In 1989, Digital enhanced its long-term relationship with Children's with an \$800,000 equipment grant to acquire DECTalk computer boards and peripheral equipment to produce the units, and a \$200,000 technology-assistance fund for speech-impaired individuals who cannot afford DECTalk units.

For their visionary use of technology to benefit society, Shane and Children's were nominated for a Computerworld Smithsonian Award, a joint awards program between *Computerworld* magazine and the Smithsonian Institution.

Project Better Health addresses medical needs of homeless families

In January, a team of Children's health care specialists began offering comprehensive medical care and educational guidance to homeless families living in motels outside of Boston.

Project Better Health (PBH) is a mobile medical outreach program that serves the needs of homeless families who have been isolated from their primary physicians. In addition, the PBH educational specialist evaluates children for developmental skills and provides parents and teachers with suggestions for assisting those children with deficits that may arise because of relocation, and also for capitalizing on identified strengths.

The PBH team consists of pediatricians, bilingual pediatric and family nurse practitioners, a dental hygienist, and educational specialists. The staff spends one day a week visiting a number of motels in a fully equipped medical van rented from Bridge Over Troubled Waters.

Services are coordinated by William G. Bithoney, M.D., director of the Comprehensive Child Health Program; Johnye I. Ballenger, M.D., assistant in Medicine (Ambulatory Medicine); Susan R. Greenberg, R.N., P.N.P., pediatric nurse practitioner; and Jean Ciborowski, Ph.D., educational psychologist and director of Educational Services for the School Function Program at Children's.

Far left:
Howard C. Shane, Ph.D., director of the Communication Enhancement Center, helps Corey Bernier, 12, use a DECTalk speech synthesizer.

Left:
Jean Ciborowski, Ph.D., educational psychologist for Project Better Health, prepares a test puzzle for two students.



Project School Care attracts national interest

Project School Care (PSC) staff members collaborated in 1989 on a publication titled *Children Assisted by Medical Technology in Educational Settings: Guidelines for Care*, a manual for school personnel and health care workers that helped the program earn national recognition.

Established at Children's in 1986, PSC assists technology-dependent children by providing guidelines for care to the many people who work with such children in school settings. PSC responds to the growing number of children who today survive life-threatening illnesses, but as a result develop special health care needs that present challenges to their families and communities.

The manual was produced by project director Judith S. Palfrey, M.D., chief of the Division of Ambulatory Medicine; Stephanie Porter, R.N., nurse coordinator for the project; and staff member Marilynn Haynie, M.D., assistant in Medicine (Ambulatory Medicine).

Martha Eliot introduces program for mothers and infants

To address the high infant mortality rates in Boston's minority neighborhoods, Children's Martha Eliot Health Center introduced the Healthy Women Program in 1989.

The program is targeted toward the 40 percent of Boston's poor and minority women who do not receive early or adequate prenatal care during their pregnancy.

City of Boston mortality rates indicate that children born in Roxbury, Mattapan, the South End, and parts of Dorchester and Jamaica Plain are twice as likely to die before their first birthday as children born in other parts of the city.

The Healthy Women Program, directed by Francine Azzara, R.N., encourages women of child-bearing age to develop consistent preventive health care habits.

Through written materials and community outreach professionals, women are informed about the health risks of drug abuse; informed about how to use the services of the Martha Eliot Health Center; encouraged to have annual gynecologic examinations; and urged to make regular physician visits throughout their pregnancies.



Upper right:
Children's Project School Care allows Michael Still, 5, who is ventilator dependent, to participate in activities in his kindergarten class.

Lower right:
Rafic Kazarian (left) and Yenok Gregorian, victims of the 1988 Armenian earthquake who were treated at Children's, enjoy a day at the New England seashore. Prior to coming to Children's, Yenok was unable to stand or walk.

Armenian earthquake victims treated at Children's Hospital

In May, Children's admitted two 11-year-old victims of the December 1988 Armenian earthquake. Rafic Kazarian and Yenok Gregorian were in school at the time of the earthquake and suffered extensive crush injuries to their lower extremities as the building caved in around them. They were among a number of victims flown to the United States for treatment.

Both boys received extensive orthopaedic surgery and physical therapy at Children's to treat hip, leg, and foot injuries and nerve damage.

Yenok was able to return to Armenia in early August. He now walks without crutches and is expected to live a normal, healthy life. Rafic underwent additional surgeries in October and November and was outfitted with a walking brace.

A number of Children's specialists joined professionals from other area institutions and local families to make the children's visit as comfortable as possible.

In addition to the medical care they received at Children's, Rafic and Yenok were provided psychiatric, dental, and pastoral care by volunteers from the Armenian community and were welcomed by host families after their initial hospital discharge in mid-June.



Institutional Highlights

Specialty Care Center opened in Lexington

Children's Hospital Specialty Care Center, a satellite referral facility in Lexington, opened in September to provide patients and physicians north and west of Boston with convenient access to Children's specialists.

The center offers specialized pediatric care in adolescent medicine, allergy, audiology, cardiology, dermatology, endocrinology and diabetes, gastroenterology, and general surgery. In addition, the center offers services in immunology, nutrition, neurology, ophthalmology, oral and maxillofacial surgery, orthopaedics, otolaryngology, physical therapy, plastic surgery, psychology, and urology.

The center is located at 1040 Waltham St. and is easily accessible from routes 128 and 2.

Physical Therapy celebrates 75 years

The Department of Physical Therapy at Children's, one of the oldest independent physical therapy departments in the country, celebrated its 75th anniversary in September. In honor of this milestone, the hospital held a reception that was attended by more than 50 physical therapists, many staff from throughout the institution, and several longtime friends of the department.

The reception also honored Claire E. McCarthy, P.T., M.S., director of Physical Therapy, for 35 years of service to Children's. McCarthy has been director of the department since 1973.

Physical therapists care for patients on inpatient floors, in outpatient clinics, and on intensive care units. Therapeutic tasks range from teaching a patient how to walk with crutches after surgery, to leading a muscular dystrophy patient through walking exercises on parallel bars, to helping a child with cerebral palsy facilitate normal movement and enhance control in affected areas. Therapists also provide comprehensive assessments and consultation to other hospital services.

Among the achievements of the department over the years are the training of reconstruction aides who cared for World War I veterans, rehabilitation of polio patients in the 1940s and 1950s, and implementation of the postural drainage technique, which clears secretions from the lungs, for cystic fibrosis patients in the late 1950s — a procedure still used today.

In the 1970s and 1980s, members of the department were involved in gait analysis and biomedical studies at the Harvard-Massachusetts Institute of Technology Rehabilitation Engineering Center. The department also participated in the development of the Boston Bracing System, used in the treatment of scoliosis patients.

The department has long been active in the education of physical therapists and currently provides clinical affiliations for entry-level students from 11 schools of physical therapy, as well as opportunities for graduate students at the master's and doctoral level.



Upper left: Joan F. Mansfield, M.D., assistant in Medicine (Adolescent/Young Adult Medicine), examines 7-year-old Nicole Egidio, the first patient to visit the Children's Hospital Specialty Care Center in Lexington.

Left: Staff members of the Department of Physical Therapy gather in front of Children's Main Building to celebrate the department's 75th anniversary.

Hospital offers emergency care to children at Framingham Union

Physicians in Emergency Medicine at Children's began providing pediatric emergency care in the Emergency Department at Framingham Union Hospital through a collaborative effort initiated in 1989. Children's emergency specialists staff the Framingham Emergency Department seven days a week from 11 a.m. to 11 p.m., the busiest times in that department.

The partnership enhances the level of emergency care available to children in the western suburbs and provides expanded opportunities to physicians training in Emergency Medicine at Children's.

New members appointed to senior management team

Children's appointed several new members to the hospital's senior management team in 1989: Michael F. Epstein, M.D., became vice president for Medical Affairs in July; Rudman J. Ham assumed the duties of vice president for Operations in March; Anne Malone was appointed vice president for Development and Public Affairs in September; and Eileen M. Sporing, M.S.N., R.N., became vice president for Nursing in July.

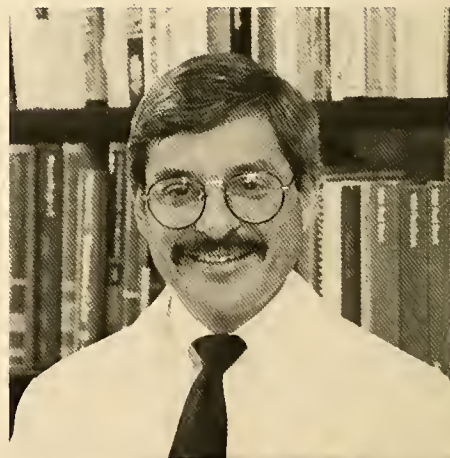
Epstein came to the position after serving as chief of the Division of Newborn Medicine and director of the Joint Program in Neonatology from 1986 to 1989. He joined Children's Hospital in 1977 as a member of the Division of Newborn Medicine. As vice president, Epstein oversees the hospital's 15

medical departments, the Quality Improvement Program, Ambulatory Services, the Medical Staff Registrar's Office, and the graduate medical education program.

Ham served as director of Facility Planning and Management from 1985 to 1989 and has worked at Children's for 33 years. In his new role, he manages Patient Services, Parking and Transportation, Plant Operations, Central Processing, Purchasing, Facility Planning, and Biomedical Engineering.

Malone had been director of Public Affairs at Children's since 1987 and director of Special Gifts in the Development Office from 1986 to 1987. Malone succeeded David Estridge, who left the hospital after 11 years for a position at the American Museum of Natural History in New York City.

Sporing came to Children's from the James Whitcomb Riley Hospital for Children in Indianapolis, where she served as associate director of Nursing Services since 1985. Sporing was also a clinical assistant professor at Indiana University School of Nursing since 1986. Sporing succeeded Anne S. Black, M.S.N., R.N., who served the hospital for 12 years before retiring Jan. 1, 1989.



Left to right:
Eileen M. Sporing, M.S.N.,
R.N., Rudman J. Ham,
Michael F. Epstein, M.D.,
Anne Malone

Children's reimbursed using PMDRGs

In 1989, the Massachusetts Rate Setting Commission agreed to reimburse Children's Hospital using pediatric modified diagnostic-related groups (PMDRGs), a system that more accurately reflects the costs of providing services to pediatric patients. As a result, the hospital is reimbursed at a level that reflects the complexities and costs associated with a number of procedures that had been poorly measured under the adult DRG system used throughout the state.

Children's completes second year of integrated hospital computer plan

In September 1989, the Information Systems Department completed the second year of a three-year plan to implement a comprehensive integrated hospital information system.

During this phase of the plan, many departmental systems and applications were installed and implemented, including new laboratory, billing, medical records management, image transmission, and clinic scheduling programs.

Hospital staff members using the computer system increased from 1,700 to 2,800 during 1989, and the number of terminals and personal computers located throughout the hospital increased to 1,000.

Among the most advanced systems integrated into Children's network, the Clinic Scheduler enables clinic managers to simultaneously reserve all resources needed for a patient visit, including care providers, equipment, and examination rooms. In addition, the Clinic Scheduler allows multiple appointments to be scheduled at once when a patient needs to see more than one physician.

The Laboratory System enables physicians and nurses throughout the hospital to receive laboratory results and reports on the computer. A patient's laboratory report will be automatically placed in the doctor of record's electronic mailbox. This system will streamline the process for distributing laboratory results and accelerate the diagnosis of diseases.

Another innovative electronic linkage system called CommView enables physicians to take digital X-rays of patients and send the images through the hospital network to monitors located in the Radiology Department, the hospital's intensive care units, and Children's Specialty Care Center in Lexington.

CommView expedites the evaluation of X-rays and saves valuable time in the diagnosis of conditions by allowing physicians in different locations to view images simultaneously.

Plans for 1990 include the completion of departmental, clinic orders, and diagnostic laboratory systems and the introduction of a progressively automated medical record system that will give authorized medical staff throughout the hospital access to information about each Children's patient.

Renovations completed in Farley and Hunnewell buildings and Radiology

Renovations to floors 3, 5, and 6 of the Farley Building and the third floor of the Hunnewell Building were completed in 1989.

On Farley 5 and 6, offices and storage areas were created for the Multidisciplinary and Cardiac intensive care units. In addition, sleep areas for parents of intensive care patients and work areas and offices for Respiratory Therapy staff were also completed on these floors.

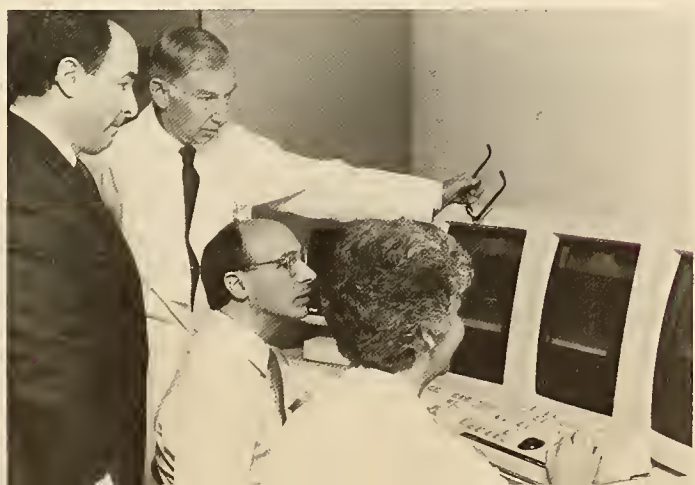
Renovations on Farley 3 created clinical areas for the Gastroenterology and Nutrition Program and the Urodynamics Laboratory, and office space for Surgical Suite administration and the Pain Treatment Service.

The third floor of the Hunnewell Building was also renovated to make space for Urology offices and outpatient programs.

Construction of a new 18-bed surgical inpatient unit on Farley South 5 began in 1989 and is scheduled for completion in spring 1990.

In the Department of Radiology on the second floor of the Main Building, preparatory work began on the installation of a magnetic resonance imaging (MRI) facility, scheduled to open in spring 1990. MRI is a technology that provides detailed images of the body's soft tissues and has been effective in identifying abnormalities in the heart, brain, muscles, spinal cord, blood, and bone marrow.

*Below:
CommView allows Children's radiologists to immediately view X-rays taken at the Lexington Specialty Care Center and in the intensive care units.*



1989 proves record year for hospital fund-raising effort

On Sept. 30, Children's Hospital ended the most successful fund-raising year in the hospital's history. During the 1989 fiscal year, more than \$15 million was donated to Children's to support capital projects and the hospital's many patient care, teaching, and research programs.

Since the five-year \$40 million Children's Campaign to support the new patient facility and expanding research programs began in 1985, the hospital has also sought \$31.5 million for ongoing programs. The total fund-raising goal for the five-year period, ending in September 1990, is \$71.5 million.

As of Oct. 1, 1989, \$36 million had been raised through the campaign and an additional \$22 million had been contributed to the hospital's ongoing programs, for a total of \$58 million raised since 1985. These figures represent gifts from thousands of individuals and organizations, including several major gifts and grants during the past year.

Digital Equipment Corporation contributed \$1 million to Children's Communication Enhancement Center to provide portable speech synthesizers, which convert electronic codes into speech, for children with a variety of disabilities. The grant involved a contribution of equipment to the center, as well as a cash donation to establish a technology-assistance fund.

Three contributions to the fund to establish an endowed professorship recognizing T. Berry Brazelton, M.D., chief emeritus of the Child Development Unit, and his work in child development boosted this fund-raising effort toward its \$1.5 million goal: \$300,000 from an anonymous benefactor, \$225,000 from the Dodge Jones Foundation, and \$100,000 from The Fondren Foundation.

The First Years, a division of Kiddie Products, Inc., donated \$163,000 to the Brazelton fund in support of a national seminar series on child development.

The William Randolph Hearst Foundation contributed \$200,000 to support two efforts: the fund to establish an endowed professorship in general pediatrics to honor William Berenberg, M.D., and the Cerebral Palsy Program. A \$100,000 gift from Edward S. Redstone also supported the fund to establish the William Berenberg Professorship in General Pediatrics.

Other notable contributions during the past year include a second campaign commitment of \$100,000 from Stephen and Jill Karp and their children, Douglass and Jana; a renewed \$100,000 gift from Mattina R. Proctor to support cardiology and bone marrow transplantation research; and a \$125,000 donation representing continuing support from the Children's Hospital Cardiovascular Surgical Foundation for the hospital's cardiac surgery programs and the Blood Bank.

In 1989, The Children's Campaign Committee was reorganized as the Development Committee to address many aspects of fund raising. The committee will focus on raising the \$13.5 million needed to successfully conclude Children's largest fund drive by September 1990, and increasing the hospital's level of support in future years.

GTE presents computers to Children's

In March, GTE Laboratories donated three new computers and several software game programs to Children's at a computer fair in the Patient Entertainment Center. During the March fair and two other fairs held later in the year, GTE staff taught patients to operate the computers and play the various



games. For those patients who could not attend the fairs, the events were televised on Channel 22, the hospital's closed-circuit television channel.

Some of the GTE staff members were trained as hospital volunteers, and continue working with patients and activity therapists.

Children's Patient Activity and Volunteer Services departments have collaborated with GTE Laboratories since 1987 to bring the latest in technical games and educational tools to youngsters in the hospital.

Right:
Patient Amy Comeau, 12,
gets a lesson in computer
software from GTE employee
Michael Hackney.



Hospital publishes guide for patients and parents

In early 1989, Children's published *Children's Hospital: A Guide for Patients and Parents*, a resource booklet designed to answer families' questions before, during, and after a child's hospitalization.

The guide includes information about Children's professional staff, admission and discharge policies, pre-surgical procedures, facilities for families, activities for patients, and special services such as tutoring, interpreting, and programs offered through the Department of Pastoral Care.

The rights and responsibilities of the patient, as outlined in the state of Massachusetts "Patients' Bill of Rights" legislation, are also included.

Because nearly one-third of Children's patients are teenagers and young adults, one section of the guide addresses the hospital's special programs and policies for the adolescent population.

Information about the Longwood Medical Area, including where to find lodging, restaurants, pharmacies, churches, and banks, is also outlined in the guide.

Volunteers devote time to patients

More than 750 volunteers gave their time in 1989 to activities and programs aimed at making patients and families more comfortable during their stay at the hospital.

Volunteers devoted approximately 60,000 hours to activities, including reading to patients, supervising art projects, challenging patients to computer games, and serving as patient escorts and interpreters.

In addition, hundreds of volunteers provided entertainment for patients and families in the Patient Entertainment Center.

The Department of Volunteer Services oversees all of the hospital's volunteer programs.

Channel 22 broadcasts to patients

Channel 22, Children's in-house television network, expanded its entertainment programming for patients and families during 1989.

The channel broadcasts live programs from the Patient Entertainment Center on Tuesdays at 12:30 p.m. and Thursdays at 6:30 p.m., providing entertainment for patients who are unable to leave their rooms.

The Tuesday program, "Children's Middy," is an interactive program hosted by a Children's staff member or a performer who provides entertainment and poses questions about current events, geography, or other topics to the audience. Patients in their rooms are encouraged to participate in the program by telephoning the Patient Entertainment Center and speaking with the host.

Channel 22 also airs movies four times a day and broadcasts a bulletin board of hospital activities throughout the day. Among the events listed on the bulletin board are Patient Entertainment Center programs, visiting hours, cafeteria hours, Pastoral Care programs, and special birthday wishes for patients.

The Department of Media Services, which coordinates the programming, has plans to introduce educational shows into the Channel 22 schedule in 1990.

Left:
Volunteer Susan Robertson
quizzes patients during
"Children's Middy."



Children's collaborates with English High School on work program

In June 1989, 21 students from English High School completed the Children's Hospital-English High School Job Training Collaborative, an innovative work program offered for the first time during the 1988-1989 school year. The program, designed to teach students first-hand the correlation between good performance in the classroom and a successful career, includes career awareness classes at the high school and rotations through four departments at Children's: Clinical Laboratories, Medical Records, Nutrition and Food Service, and Patient Accounting.

The collaborative effort was established in an attempt to motivate students who have not performed well in traditional school settings. In many cases, the students in this program have personal and academic problems that have made it difficult for them to achieve in a standard school curriculum.

Graduating seniors who successfully complete the program are offered full-time positions at Children's or receive help in finding similar work in the Longwood Medical Area.

The collaborative is funded by Boston's Neighborhood Jobs Trust, a skills training program administered by the Mayor's Office of Jobs and Community Services. Children's contributes to the trust as part of a linkage fee related to construction of the John F. Enders Pediatric Research Laboratories expansion project.

Hospital adopts substance abuse policy

Using guidelines set forth by the federal Drug-free Workplace Act of 1988, Children's established a formal substance abuse policy in 1989, defining what constitutes substance abuse and outlining how the hospital will respond to substance abuse in the workplace.

Supervisors and managers participated in educational sessions during 1989 designed to help them recognize and respond to substance abuse. Informational sessions are planned for employees in the winter and spring of 1990.

The substance abuse policy encourages employees to take advantage of the Employee Assistance Program (EAP), which offers confidential professional assistance to any employee who may have personal or professional problems with alcohol or drugs. The EAP services are provided free of charge to employees.

New discipline, grievance policies implemented by Human Resources

New discipline and grievance policies designed to give employees more involvement in problem solving were implemented in 1989.

Under the revised discipline policy, employees are first notified of a problem in job performance by their supervisor. As part of the notification process, the supervisor and employee sign an agreement, outlining the problem and the steps that must be taken to improve it.

If a change in job performance is not realized, the employee may be given a paid, one-day leave, during which the employee must decide to make a definitive commitment to the job or seek employment elsewhere.

Under the new grievance policy, employees who have claims of discrimination, harassment, or other unfair practices first must discuss the circumstances with their supervisors.

If they are not satisfied with the supervisor's response, they should contact an employee relations specialist in the Department of Human Resources, who will work with the employee and supervisor to improve the situation.

If the problem is still not resolved, the employee may have the case reviewed by the vice president for Operations or a review board comprised of employees. If the board reviews the case, its recommendation is sent to the president, who makes the final decision on the case.

Above:
Students participating in the
Children's Hospital-English
High School Collaborative
gather together.



One For All Fund supports 100 charities

In 1989 the One For All Fund (OFAF), the annual employee charitable fund drive, raised \$45,945 to support nearly 100 local, national, and international charities.

Through the OFAF, employees can donate to a specific charity or designate their contributions to a general fund that is distributed by the OFAF Allocations Committee, comprised of nine hospital staff members.

Left:
T. Berry Brazelton, M.D., senior associate in Medicine and chief emeritus of the Child Development Unit, responds to questions following his keynote address at the NACHRI annual meeting in Boston.

Children's co-hosts NACHRI conference

Children's was one of three Boston hospitals to host the annual meeting of the National Association of Children's Hospitals and Related Institutions (NACHRI) in October at the Lafayette Hotel. The conference, "Investing in our Children's Health: A Mandate for the Nineties and Beyond," was attended by more than 400 hospital administrators and child health specialists from throughout the country.

T. Berry Brazelton, M.D., senior associate in Medicine at Children's and chief emeritus of the Child Development Unit, gave the keynote address, discussing ways that families currently balance home and work, and outlining a course for a more family-centered future. Ten other Children's staff members also gave presentations.

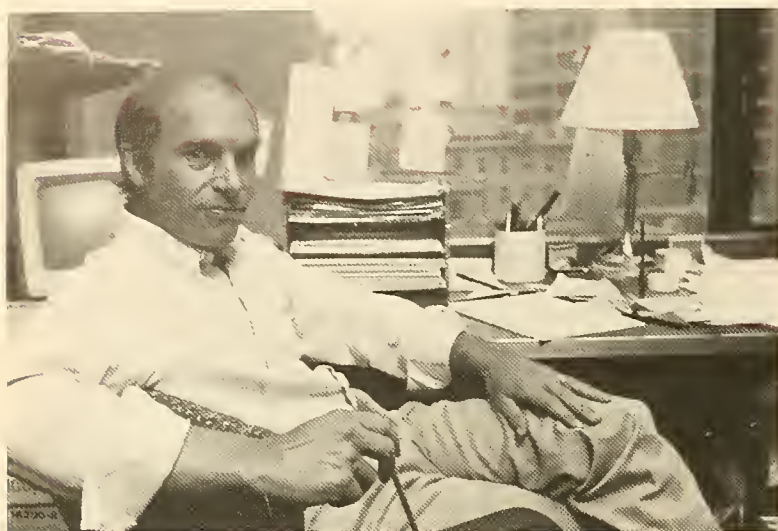
During the conference, more than 100 conference attendees toured Children's Hospital.

Inn at Children's joins Best Western

The Inn at Children's became affiliated with Best Western Hotels in September, offering increased reservation opportunities to the Inn and providing a Boston location to the Best Western organization.

Best Western, the world's largest affiliation of independently owned and operated hotels, has more than 3,400 hotels serviced by an extensive computerized reservation network.

The 152-room Inn at Children's was awarded a three-diamond rating from the American Automobile Association in the summer, reflecting high standards of service, accommodations, dining, and function capabilities.



Research Highlights

Muscular dystrophy research provides new insights into degenerative disease

In 1989, scientists at Children's, in collaboration with researchers at London's Charing Cross and Westminster Medical School, confirmed that the protein dystrophin can be introduced into mice afflicted with Duchenne muscular dystrophy (DMD), halting progression of the degenerative disease.

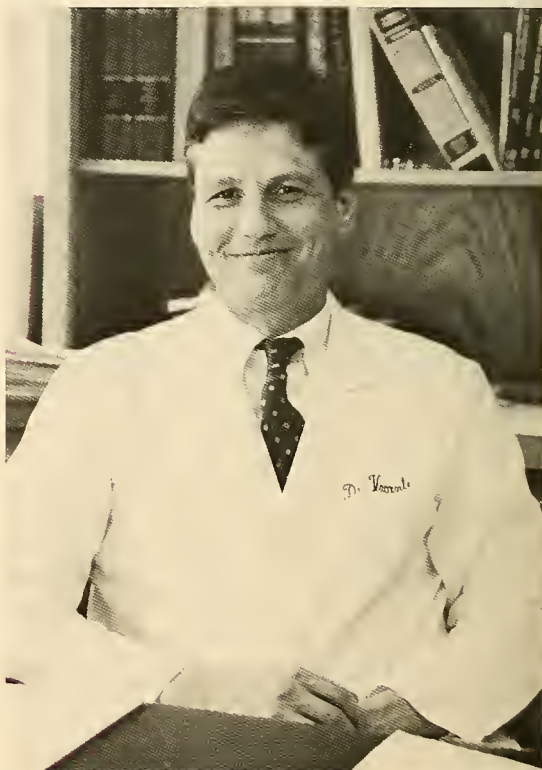
The research, conducted by Louis M. Kunkel, Ph.D., chief of the Division of Genetics and associate investigator at the Howard Hughes Medical Institute at Children's, and Eric P. Hoffman, Ph.D., research fellow in Genetics, was built on the many muscular dystrophy discoveries made at Children's in the past four years.

Kunkel's lab discovered the gene responsible for muscular dystrophy in October 1986, and in December 1987 identified the protein that is missing from patients with DMD.

The discovery holds promise for slowing the progression of the disease, but there are several obstacles that must be overcome before application of the procedure can be tested in humans.

Synthetic polymers, donor tissue considered for organ reproduction

A research effort conducted by Joseph P. Vacanti, M.D., assistant in Surgery, in collaboration with Donald E. Ingber, M.D., Ph.D., research associate in Surgery, and Robert S. Langer, Sc.D., research associate in Surgery, is exploring the possibility of generating masses of specialized cells that could be implanted in the body to take over the function of specific organs. If proven effective, these organ



substitutes, made from donor tissue, could be implanted into patients and serve as an alternative to organ transplantation.

Children's team uses a biodegradable manmade polymer as the scaffolding on which the cells are placed and allowed to regenerate. Once implanted with the tissue, the synthetic polymers gradually degrade and in the process could release growth factors that determine the size and configuration of the transplanted tissue.

If tissue transplantation can be perfected to replace malfunctioning organs, it may be possible for an adult to donate tissue to be implanted in a pediatric patient.

Above:
Louis M. Kunkel, Ph.D.

Right:
Joseph P. Vacanti, M.D.

Angiogenesis research produces inhibitor to blood vessel growth

Under the direction of Judah Folkman, M.D., senior associate in Surgery and director of the Surgical Research Laboratories at Children's, researchers produced a synthetic compound that mimics the action of heparin, a natural anticoagulant and inhibitor of blood vessel growth. The results of the study were announced in March.

The synthetic compound, cyclodextrin teradeca sulfate, was found to be 100 to 1,000 times more effective than heparin in curbing angiogenesis, the growth of blood vessels, when it is administered with certain angiostatic steroids. The new compound allows for more consistent quality and effectiveness and also offers new insight into how angiostatic steroids work.

Angiogenesis feeds malignant tumors and causes a disease in newborns called hemangioma, a benign, bluish-red growth of blood vessels on the face. Arthritis, psoriasis, and blindness also may be associated with angiogenesis.

Advances made in understanding Alzheimer's disease

In 1989, researchers in the Division of Genetics and the Department of Neurology determined that an accumulation of the protein beta-amyloid in the brain causes nerve cells in tissue to degenerate, possibly leading to Alzheimer's disease.

Bruce A. Yankner, M.D., Ph.D., assistant in Neurology and primary author of the study, collaborated on the research with scientists Rachael R. Neve, Ph.D., former research assistant in Medicine (Genetics), and Lydia Villa-Komaroff, Ph.D., senior research associate in Neurology.

With this discovery, researchers have created the first potential cell culture model for Alzheimer's disease, a progressive neurodegenerative disorder characterized by gradual loss of memory, reasoning, orientation, and judgment. Continuing research is seeking to determine what role the protein plays in the onset and progression of the disease.

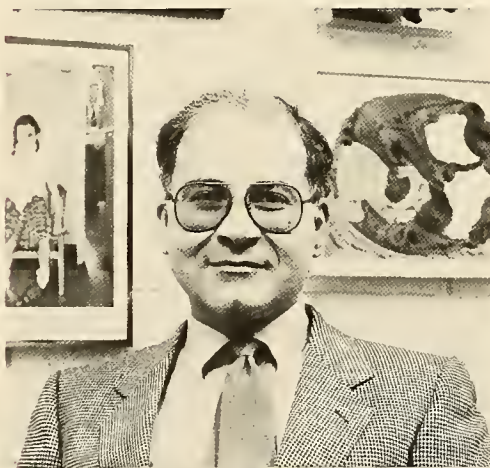
Though this recent finding contributes new clues to the mysteries of Alzheimer's, there is as yet no conclusive evidence that the beta-amyloid protein is the cause of the disease. The investigation into the cause of Alzheimer's is ongoing.

Toxic shock syndrome finding may lead to better treatment

Scientists at Children's reported in June that they had identified the molecular binding site for the toxin that causes toxic shock syndrome. The findings of the research, under the direction of Raif S. Geha, M.D., chief of the Division of Immunology, increase the possibility for developing improved treatments and provide a clearer understanding of the mechanism by which this and similar toxins affect the body.

The Children's team discovered that toxic shock syndrome toxin 1 binds to major histocompatibility complex class II molecules, carried on the surface of human cells. The binding triggers the immunologic reaction that causes fever, vomiting, diarrhea, a sunburn-like rash, a rapid drop in blood pressure, and in the most severe cases, death.

Now that scientists know the mode of action of the toxin, it may be possible to identify a way to block the reaction more quickly and specifically. A faster, more effective treatment might then be developed to replace the now widely used penicillin.



Left:
Raif S. Geha, M.D.

Lower left:
Bruce A. Yankner, M.D., Ph.D.,
assistant in Neurology
(center), in his lab with
research technician Yvette
Cozier and post-doctoral
fellow Mung Chen, Ph.D.



Multidisciplinary AIDS research continues

Researchers at Children's continued to expand the understanding of pediatric AIDS through a multifaceted research program. Several protocols to test azidothymidine (AZT) on a variety of patient populations were established, and enrollment continued for those AZT studies already in progress. Also, Children's collaborated with several area institutions to design AZT protocols for mothers infected with human immunodeficiency virus (HIV) and their children.

An ongoing study of the natural history of HIV infection in children continued throughout 1989 as well. How HIV manifests in immunologic disturbances and how the disease increases susceptibility to multiple viral and bacterial infections, nutritional disorders, and neurologic and cardiac manifestations are of particular interest in the study. Kenneth McIntosh, M.D., chief of the Division of Infectious Diseases, is coordinating the research, funded by the National Institute of Allergy and Infectious Diseases.

Results of the cardiopulmonary portion of the natural history study were published in July by Steven E. Lipschultz, M.D., assistant in Cardiology, whose evidence strongly suggests that heart disease is one of the most significant manifestations of HIV infection in children. The study found that among more than 100 children with AIDS, 90 percent had abnormalities in cardiac function.

The American Foundation for AIDS Research also funded an ongoing study at Children's in 1989 to determine how the manifestation of HIV differs between mothers and their infected children.

Hormone study produces new clues to understanding of premature labor

Preliminary findings by researchers at Children's in 1989 indicate that in the final weeks of pregnancy, levels of two hormones, corticotropin releasing hormone (CRH) and cortisol, escalate dramatically in a mother's bloodstream, possibly triggering the onset of labor.

The research team, led by Joseph A. Majzoub, M.D., chief of the Division of Endocrinology, speculates that the relationship between unusually high levels of the two hormones and the onset of labor could be a factor in premature births as well.

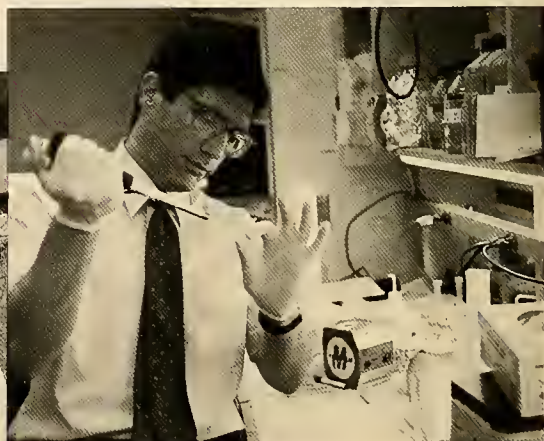
Secreted by the adrenal glands, cortisol is responsible for a wide range of effects on the body's metabolism. Known as the stress hormone, cortisol prepares the body to meet challenges, altering blood sugar and metabolic rates, and signals the brain to make CRH.

Normally, when the level of cortisol in the bloodstream reaches a certain point, it sends a message to the hypothalamus to stop producing CRH. Without CRH, the pituitary and adrenal glands do not produce adrenocorticotropin hormone or cortisol, and the levels of all three hormones return to normal.

Majzoub and his colleagues observed, however, that in the final weeks of pregnancy the fetus produces cortisol as well, and the hormone appears to have the opposite effect of cortisol produced by the adrenal glands. The automatic shut-off mechanism does not occur and as a result, placental CRH levels continue to escalate, possibly triggering labor.

Right:
Members of Children's AIDS
research team gather with
Kenneth McIntosh, M.D., chief
of the Division of Infectious
Diseases (second row, far right).

Far right:
Joseph A. Majzoub, M.D.





Children's forms Committee on Graduate Medical Education

Responding to the increasing public and legislative concerns about the clinical training schedules and supervision of house officers, Children's established the Committee on Graduate Medical Education in 1989.

The committee, chaired by Michael F. Epstein, M.D., vice president for Medical Affairs, oversees the implementation of guidelines recommended for house staff schedules, performance, and supervision, and evaluates institutional progress in these areas. The multidisciplinary committee also reviews institutional policies for resident selection and evaluation, and examines departmental staff needs and allocation of medical training resources.

Medical Staff News

Nadas Professorship announced; Nadal becomes first Nadas professor

In one of the brightest tributes to the brilliant career of Alexander S. Nadas, M.D., more than 100 of his colleagues and friends gathered at Harvard Medical School in November to honor the establishment of the Alexander S. Nadas Professorship in Pediatric Cardiology at Children's Hospital and Harvard Medical School.

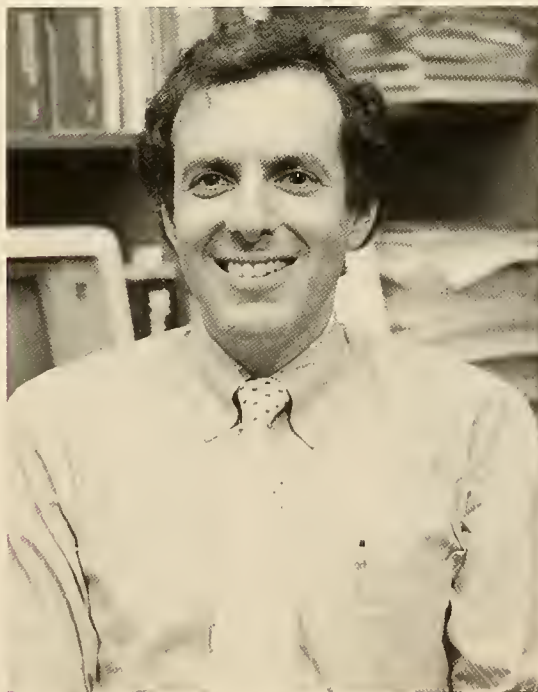
Bernardo Nadal-Ginard, M.D., Ph.D., who succeeded Nadas as Children's cardiologist-in-chief in 1982, has been named the first Alexander S. Nadas Professor of Pediatric Cardiology. The Nadas professor directs the cardiology program at Children's Hospital.

Nadas, senior associate in Cardiology and cardiologist-in-chief emeritus, served as Children's cardiologist-in-chief for 33 years until retiring from that role in 1982. During his years at Children's, he created a record of accomplishment in patient care, research, and teaching that established him as a founding father and innovative practitioner of pediatric cardiology.

Goldmann assumes responsibilities for Quality Improvement Program

Donald A. Goldmann, M.D., senior associate in Medicine (Infectious Diseases), was appointed in July to serve as medical director for Quality Improvement. In his new role, Goldmann is responsible for evaluating epidemiologic techniques for improving the quality of care at Children's and for developing an interdisciplinary approach to quality improvement.

Goldmann also serves as hospital epidemiologist, director of the Bacteriology Laboratory, and chief of the Janeway Service for adolescents.



Upper left:
Alexander S. Nadas, M.D.,
cardiologist-in-chief emeritus
(left), with Bernardo Nadal-
Ginard, M.D., Ph.D., cardi-
ologist-in-chief, who was
named the first Alexander S.
Nadas Professor of Pediatric
Cardiology.

Left:
Donald A. Goldmann, M.D.

Bernfield named chief of Division of Newborn Medicine

In February, Merton Bernfield, M.D., joined the medical staff at Children's as chief of the Division of Newborn Medicine. Concurrently, he was named director of the Joint Program in Neonatology, the first Clement A. Smith Professor of Pediatrics, and professor of Anatomy and Cell Biology at Harvard Medical School.

Bernfield came to Children's from Stanford University, where he built an international reputation as a researcher and teacher of molecular biology and neonatology. He is highly regarded for forming comprehensive, multifaceted programs that integrate biological and social sciences with public policy initiatives.

As chief of the Division of Newborn Medicine, Bernfield succeeds Michael F. Epstein, M.D., who became vice president for Medical Affairs in July.

Fackler named director of MICU

James C. Fackler, M.D., assistant in Anesthesia, was appointed director of the Multidisciplinary Intensive Care Unit (MICU) in August. As director, Fackler oversees the activities of the MICU and the Department of Respiratory Care and co-directs the hospital's extracorporeal membrane oxygenation program with Jay M. Wilson, M.D., assistant in Surgery.

Fackler joined the staff at Children's in 1988 after completing residency training in Pediatrics, Anesthesiology, and Critical Care Medicine at Johns Hopkins University Hospital in Baltimore, and serving for one year as an instructor in Anesthesia at the University of Maryland.

Kunkel earns recognition for muscular dystrophy research

Louis M. Kunkel, Ph.D., chief of the Division of Genetics, received several awards in 1989 in recognition of his groundbreaking research in muscular dystrophy.

In March, he was presented with the Young Scientist Award by the Passano Foundation for his achievements in biomedical research.

The National Health Council honored Kunkel with its prestigious National Medical Research Award in September, citing his discovery of the cause of Duchenne muscular dystrophy, the most common and fatal form of muscular dystrophy.

In October, Kunkel was named by the Gairdner Foundation as one of eight recipients of the foundation's 1989 International Awards, which honor outstanding contributors to medical science. One of two winners from the United States, Kunkel was honored for the isolation and cloning of the gene for Duchenne muscular dystrophy.

Kunkel was named chief of the Division of Genetics in March, after serving as acting chief since the death of Samuel A. Latt, M.D., Ph.D., in August 1988.

Folkman wins Sheen Award

Judah Folkman, M.D., senior associate in Surgery and director of the Surgical Research Laboratories, was elected by the American College of Surgeons to receive the Sheen Award for his work exploring angiogenesis and his overall contributions to the medical profession.

The Sheen Award was established in 1968 in memory of Rodman E. Sheen, M.D., to applaud physicians who have contributed significantly to medicine or medical research.

Below:
Merton Bernfield, M.D.

Middle:
James C. Fackler, M.D.

Right:
Judah Folkman, M.D.





Lux earns Dameshek Award

Samuel E. Lux, M.D., chief of the Division of Hematology/Oncology, was awarded the 1989 Dameshek Prize by the American Society of Hematology. Lux received the award for his work on hereditary spherocytosis, a form of anemia, and for his contribution to the field of hematology.

The Dameshek Prize was established in 1970 by the late William Dameshek, M.D., a pioneering researcher in the field of hematology.

Janeway recognized with reception

The late Charles A. Janeway, M.D., physician-in-chief at Children's from 1946 until 1974, was honored for his many contributions to pediatric medicine at a reception in late 1988.

His widow, Betty, attended the reception, unveiling a portrait of her husband that now hangs in the Pavilion Lobby. The communications center, and the nurses and physicians conference rooms on 10 East, home of the Janeway Service for adolescents, were also named in honor of the eminent physician, who established many of the hospital's pediatric specialties.

Robert E. Gross Memorial Lecture initiated

The departments of Surgery and Cardiovascular Surgery established the Robert E. Gross Memorial Lecture at Harvard Medical School in 1989 to honor the physician who served Children's as surgeon-in-chief from 1945 to 1967 and as cardiovascular surgeon-in-chief from 1967 to 1972. Gross is largely credited with ushering in the era of modern cardiac surgery and was the first physician to accomplish the successful surgical repair of a congenital cardiovascular defect. He died in October 1988.

Former surgeon general of the United States, C. Everett Koop, M.D., Sc.D., delivered the first annual Robert E. Gross Memorial Lecture in June. In his presentation, Koop discussed a range of public health issues he confronted during his tenure as the nation's highest ranking physician.

Left:
Samuel E. Lux, M.D.

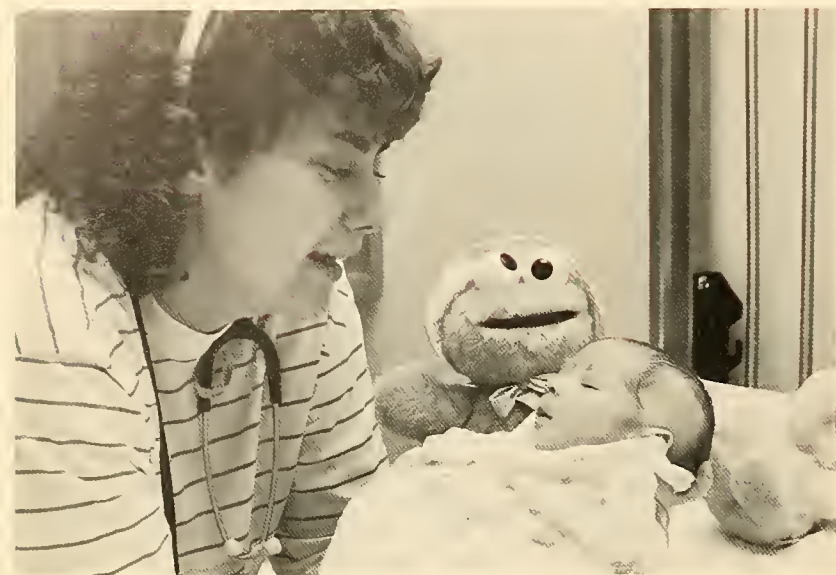
Children's medical alumni reunite

The annual meeting of the Children's Hospital Alumni Association was held in June 1989, and included lectures and meetings about current issues and practices in pediatrics.

Stephen C. Joseph, M.D., M.P.H., commissioner of Health, City of New York Department of Health, delivered the Kenneth D. Blackfan Lecture, titled "Pediatric AIDS in New York City: A Perspective from the Epicenter."

A seminar presented by the Combined Program in Pediatric Gastroenterology and Nutrition included a discussion by Eric S. Maller, M.D., associate in Medicine (Gastroenterology and Nutrition), titled "An Update on Liver Transplantation in Children," and a presentation by Harland S. Winter, M.D., associate in Medicine (Gastroenterology and Nutrition), called "HIV and the Gastrointestinal Tract in Children."

Rudman J. Ham, vice president for Operations, spoke at the event's luncheon about "Children's: Past, Present, and Future." Following his address, Ham led guests on a tour of Children's facilities.



Nursing Staff News

Nursing survey provides data on staff

The Department of Nursing conducted a survey of its more than 800 employees in early 1989 to profile the professional preparation, experience, values, special interests, and demographic data of its staff. Seventy percent of the staff responded, revealing that more than half are single, under 30 years of age, and have practiced at Children's for at least four years. Twenty-seven nurses have practiced at Children's for more than 20 years, and 27 percent relocated to the Boston area from 30 states and two foreign countries to work at Children's.

The survey also revealed that family-centered care and primary nursing are two of the critical components of practice that Children's nurses most value. Other attractions in practice are autonomous work style, rewards for clinical competence, and opportunities for professional growth and advancement.

The survey also revealed that the department surpasses regional and national statistics in both basic nursing and advanced degree credentials. Eleven percent of the respondents hold national certification in a specialty field, 15 percent are currently enrolled in educational programs, and 11 percent hold a second academic degree.

Nursing School celebrates centennial

More than 500 nursing alumnae and guests filled the Prouty Garden in May to celebrate the centennial of the founding of the Children's Hospital School of Nursing. The school graduated more than 2,300 registered nurses before closing in 1978.

To commemorate the centennial, a life-sized bronze statue of a nurse and child was commissioned by the Alumnae Association and unveiled at the ceremony. The statue stands in the Prouty Garden.



Above:
Nancy Burnham, R.N., staff nurse 1 on 6 East, cares for 3-week-old Christian Coury.

Upper right:
Ann Lennihan, R.N., and Martha Gilson, R.N., graduates of the Children's Hospital School of Nursing, don their school uniforms to pose with a statue commemorating the school's founding.

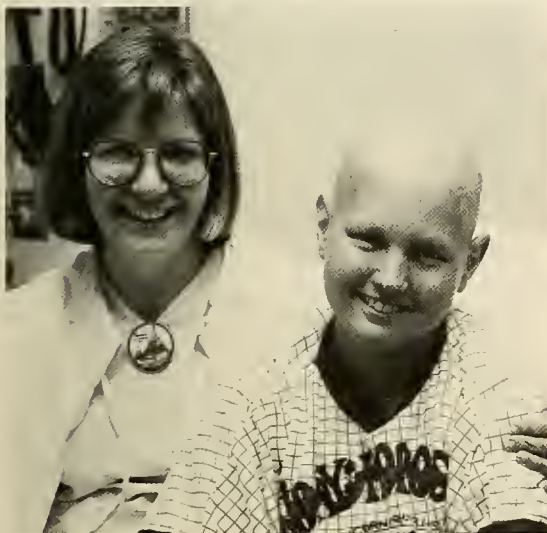
Lower right:
Heather Burgess, R.N., staff nurse 1, holds 10-month-old Christopher Mahoney on 8 East.

O'Connor honored with Cayton Award

Melissa Rudy O'Connor, R.N., staff nurse II on 6 West, was the recipient of the David Cayton Fellowship Award for 1989. O'Connor is the preceptor leader for the Bone Marrow Transplantation Intensive Care Unit and nursing representative for the unit's weekly parent group.

The fellowship honors nurses who demonstrate outstanding performance and dedication in treating bone marrow transplantation patients.

1989 marked the 10th year of the award, established by the family of David Cayton, who died in 1978 at the age of 13 of idiopathic aplastic anemia.



Two intensive care films produced

Children's nursing staff members collaborated on two educational films produced for health care professionals throughout the nation. Sponsored by *The American Journal of Nursing*, the films address the needs of patients and parents in a pediatric intensive care setting. One film, "Red Flags in the Critically Unstable Child," helps nurses recognize early signs of cardiopulmonary arrest in acutely ill pediatric patients. The second film, "Caring for Parents of Critically Ill Children," embodies Children's fundamental philosophy of family-centered care, examining the role nurses play in supporting the emotional needs of parents. The film won the 1989 Nursing Media Electronics Award, sponsored by the international nursing honor society Sigma Theta Tau.

Martha A.Q. Curley, R.N., M.S.N., C.C.R.N., clinical nurse specialist in critical care at Children's, wrote the scripts for both films, and 40 nurses, respiratory therapists, and physicians volunteered their time to help make the films. The films will be used by nursing schools, shown at conferences and orientation programs, and broadcast over the national Hospital Satellite Network.



Top:
Melissa Rudy O'Connor, R.N., staff nurse II, shares a laugh with 13-year-old patient Shannon Kelley.

Middle:
Martha A.Q. Curley, R.N., M.S.N., C.C.R.N., discusses intensive care nursing with Carolyn Reed, R.N., staff nurse I, and Diane McAleer, R.N., staff nurse II, in the Multidisciplinary Intensive Care Unit.

Bottom:
Nursing assistant Dorothy M. Clarke (left), studies the chart of a patient on 8 East with Maura Rodenbush, R.N., staff nurse I (center), and Mary Goward, R.N., staff nurse I.

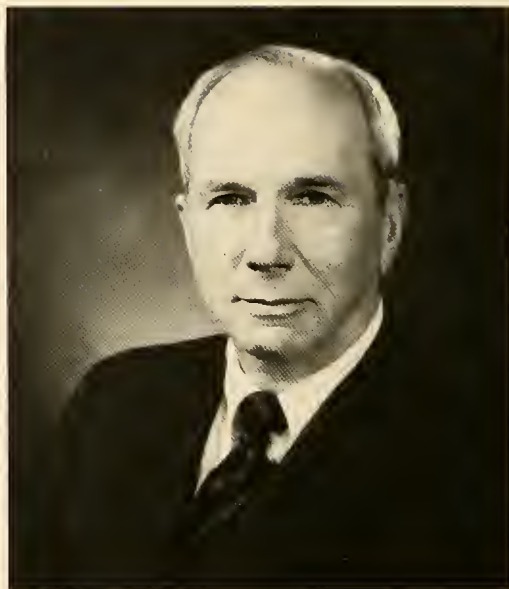


Trustee/Overseer Activities

Trustees, overseers complete active year

In January, the Honorable John P. LaWare succeeded David I. Kosowsky, Sc.D., as chairman of the Children's Hospital Board of Trustees. LaWare, former chairman, chief executive officer, and director of the Shawmut Bank of Boston, in 1988 was appointed by President Ronald Reagan to the Federal Reserve Board in Washington, where he serves as one of seven governors responsible for directing the nation's monetary policy. LaWare has been a member of Children's Board of Trustees since 1981.

At Children's Annual Dinner, held in May at the Museum of Fine Arts, Kosowsky was honored for his many years of service to the hospital, and for his contribution as chairman of the Board of Trustees from 1984 through



1989. He was named chairman emeritus and honorary trustee of Children's Hospital, and presented with the Chairman's Award. David Mittell, who completed 32 years of service to the hospital, also was named an honorary trustee.

Featured as the keynote speaker at the May gathering was Barry O'Donnell, M.Ch., fellow of the Royal College of Surgeons in Ireland and England, and chief surgeon of Our Lady's Hospital for Sick Children in Dublin.

In addition, new trustees Charles K. Gifford and James H. Walsh III and new overseers Jill Karp, David Maynard, Michele Simourian, and Robert A. Shafto were formally welcomed.

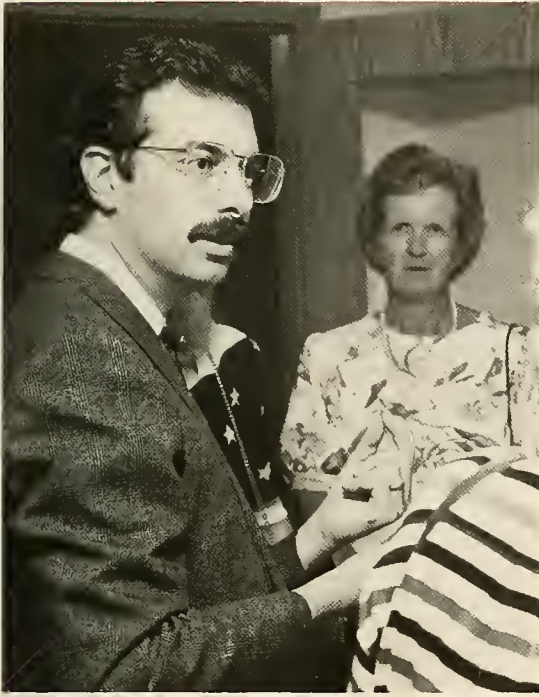
In September, trustees, overseers, and medical staff gathered for the annual Tour and Briefing, which included a tour of the addition to the John F. Enders Pediatric Research Laboratories, scheduled to open in early 1990. Included in the tour were presentations by four of the hospital's prominent

Above:
David I. Kosowsky, Sc.D.,
accepts the Chairman's Award
at Children's Annual Dinner.

Upper right:
David Mittell

Right:
At the 1989 Annual Dinner,
Trevor J. McGill, M.D.,
associate otolaryngologist-in-
chief, introduces Sharyn Weiner
to Barry O'Donnell, M.Ch.,
fellow of the Royal College of
Surgeons in Ireland and
England, and chief surgeon
of Our Lady's Hospital for
Sick Children in Dublin.





researchers, Merton Bernfield, M.D., chief of the Division of Newborn Medicine; Louis M. Kunkel, Ph.D., chief of the Division of Genetics; Joseph P. Vacanti, M.D., assistant in Surgery; and Bruce R. Zetter, Ph.D., research associate in the Surgical Research Laboratories, who described their ongoing work.

Other 1989 trustee and overseer activities included the formation of a Development Committee, established to further advance the hospital's fund-raising program. Chaired by George H. Kidder, vice chairman of the Board of Trustees and chairman of The Children's Campaign, the committee also includes William Berenberg, M.D., director of Services to Handicapped Children; Peter McL. Black, M.D., Ph.D., neurosurgeon-in-chief; overseers Joanne S. Forkner, Jill Karp, Brian J. Knez, Myra H. Kraft; trustees Helen B. Spaulding and James H. Walsh III; and David S. Weiner, president of the hospital.



In addition, a Governance Committee of the Board of Trustees was formed in 1989 to address issues that include nominations, organization and bylaws, orientation and continuing education, overseer relations, and self-evaluation.

Chaired by William L. Boyan, the membership includes trustees William L. Bain Jr., George H. Kidder, George H. Labovitz, Ph.D., James H. Walsh III; David S. Weiner; and chairman and vice chairman of the Medical Staff Executive Committee, Milton H. Alper, M.D., anesthesiologist-in-chief, and Gerald B. Healy, M.D., otolaryngologist-in-chief.

Upper far left: Bruce R. Zetter, Ph.D., research associate in the Surgical Research Laboratories, explains his research to guests at the Tour and Briefing.

Upper left: Guests enjoy the East Wing of the Museum of Fine Arts during the 1989 Annual Dinner.

Lower left: Rudman J. Ham, vice president for Operations (left), and Michael F. Epstein, M.D., vice president for Medical Affairs, join Carolyn Enders (left) and Betty Janeway at the Tour and Briefing.





Children's Hospital League Activities

League records another successful year

Combining a new location with a traditional event, the Children's Hospital League this year held its annual Festival for Children's Hospital at the Westin Hotel. The seventh year for the event, more than 770 hospital supporters attended.



The centerpiece of the evening was a display of trees, wreaths, and gingerbread houses, each designed, decorated, and donated by Boston-area designers. The Festival also included cocktails, music, dinner, dancing and an auction conducted by WBZ-TV reporter John Henning.

The 1989 Festival was chaired by Susan Meyer and co-chaired by Carolyn Conners and Susan Sawyer.

Above:
Patients and families enjoy activities and warm weather during the Summer Garden Program.

Upper right:
Zoe Kolligian (right), president of the Children's Hospital League, and Priscilla Doulton, board member, enjoy the hospital's Annual Dinner.

Right:
League members and guests celebrate the Festival for Children's Hospital at the Westin Hotel.





In addition to the Festival, the League continued its efforts to support special services for patients. Through the Thrift Shop in Jamaica Plain, and by generating individual donations, the League helped to support the Patient Entertainment Center, the Summer Garden Program in the Prouty Garden, a summer camp for special needs children, videos for young patients, a playscape for the Emergency Services waiting area, and Children's Foster Grandparent Program.

The League also hosted a "Welcome Spring" event in conjunction with its springtime open board meeting. The event marked the first year of activities in the Patient Entertainment Center.



Upper left:
Foster grandparent Mary
Scott visits with Joey
Duquette, 11.

Above:
More than 30 trees were
decorated and displayed
at the Festival.

Left:
Former Boston Celtics star
Dave Cowens talks with
guests at the Festival for
Children's Hospital, spon-
sored by the Children's
Hospital League.



WBZ-Children's Hospital Fund Highlights

WBZ completes a decade of caring

Marking its 10th anniversary, the 1989 WBZ-Children's Hospital Fund witnessed another strong outpouring of support from donors and volunteers alike. More than 600 volunteers and thousands of donors participated in this year's efforts, making the drive an exemplary community effort.

The WBZ Radio Farmstand, the annual September kickoff for the fund, raised an all-time high of nearly \$72,000.

Also joining WBZ's efforts in 1989 was New England Development, owner of many area shopping malls. Promotions to benefit the fund were held at eight of the malls throughout the month before Christmas, raising a total of more than \$60,000.

Other community efforts included a special two-day car wash sponsored by the New England Car Wash Association, which raised more than \$21,000 to benefit the fund.

WBZ Radio returned to its familiar holiday broadcasting site at Downtown Crossing for two weeks beginning Dec. 9. From the Incredible Broadcast Machine, WBZ Radio

personalities solicited bids from listeners and visitors to auction donated gifts, vacations, Christmas trees, and meals at area restaurants. Thousands of shoppers stopped at Downtown Crossing to meet the WBZ staff and make donations to the fund.

The annual telethon adopted a new format in 1989, moving from the traditional three-hour live broadcast to coverage of Children's throughout three days of the station's regular programming.

Viewers were treated to several prime-time programs about Children's services and a special one-hour telethon highlighting patients, families, and staff. For 15 hours each day, volunteers took calls from thousands of viewers who phoned in to make pledges to the fund drive.

Through the efforts of many WBZ staff members, Children's patients and families, volunteers, and hospital staff, the 1989 WBZ-Children's Hospital Fund continued its tradition of widespread community support to benefit the hospital.



Above:
WBZ Radio's Tom Kennedy interviews 2-year-old Amy Hilton and her parents, Bruce and Betty, during the annual WBZ-Children's Hospital Telethon.

Right:
Children's supporters sell fresh produce, baked goods, and crafts while WBZ's Dave Maynard serves pancakes at the WBZ Radio Farmstand.



Statistical and Financial Report

CHILDREN'S HOSPITAL

Statistical and Financial Report

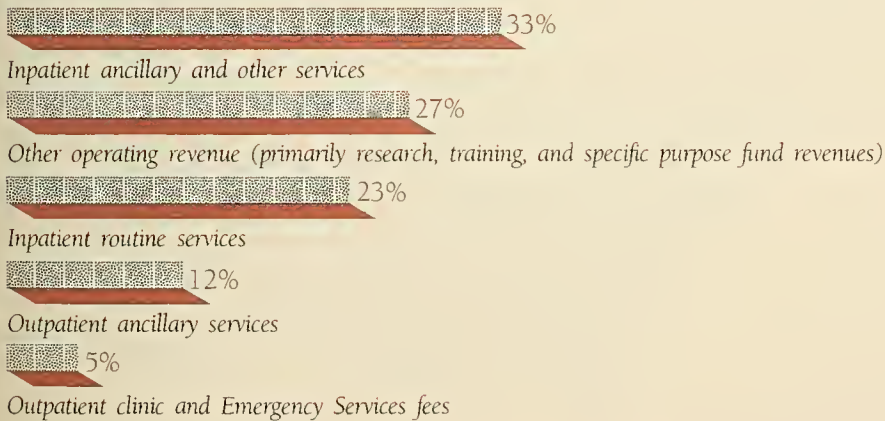
STATISTICS

Patient:	1989	1988
Number of licensed beds	335	330
Discharges	14,937	13,744
Patient days	99,812	92,566
Average stay in days	6.68	6.74
Clinic visits	175,191	162,601
Emergency Services visits	49,284	49,725
Surgical procedures		
Inpatient	8,461	8,342
Outpatient	5,025	4,657
Total	13,486	12,999
Radiology		
Procedures performed	81,568	79,218
Laboratory tests	1,055,364	1,039,516
Personnel:	1989	1988
Active medical staff	706	696
Active dental staff	10	17
Associated scientific staff	183	205
Courtesy staff	326	287
House staff	479	447
Consultants	104	88
Emeriti	29	36
Clinical assistants	40	51
Visiting staff	26	25
Nursing staff	923	881
Other full-time employees	1,628	1,660
Other part-time employees	483	590
Volunteers	760	750

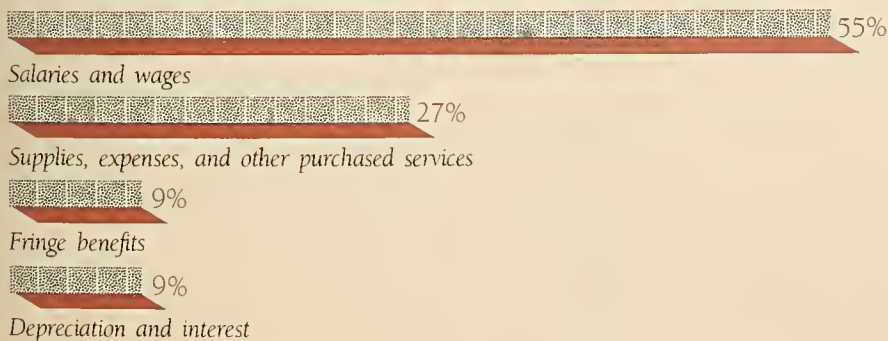
STATEMENT OF REVENUES AND EXPENSES
and funds used for capital additions
years ended September 30, 1989 and 1988
(in thousands of dollars)

Revenues:	1989	1988
Gross patient services revenue	\$215,131	\$186,029
Deductions from patient services revenue	(43,961)	(39,705)
Net patient services revenue	171,170	146,324
Other operating revenue	63,962	59,808
Total operating revenues	235,132	206,132
Operating expenses:		
Salaries and wages	98,684	84,507
Fringe benefits	16,446	13,653
Supplies and expenses	51,339	49,469
Depreciation and amortization	14,918	11,755
Interest	6,149	5,338
Research and training expenses	33,918	32,222
Other specific purpose fund activity	18,416	15,802
Total operating expenses	239,870	212,746
Loss from patient care operations	(4,738)	(6,614)
Income from prior-year contractals	2,504	6,865
Income from non-operating activities	2,475	3,211
Excess of revenues over expenses	\$ 241	\$ 3,462
Capital additions	\$ 49,512	\$ 38,245

SOURCES OF REVENUES



DISTRIBUTION OF EXPENSES



CONDENSED BALANCE SHEET
years ended September 30, 1989 and 1988
(in thousands of dollars)

Assets:	1989	1988
General funds:	\$ 3,242	\$ 122
Current:		
Accounts receivable, net	51,840	45,107
Inventories	2,467	1,200
Prepaid expenses	1,464	883
Total	59,013	47,312
Assets held in trust under long-term debt agreements	23,418	12,080
Plant, property, and equipment at cost less accumulated depreciation	194,350	159,822
Other assets	17,820	37,991
Total	294,601	257,205
Restricted funds:		
Accounts receivable	7,171	7,338
Total	\$301,772	\$264,543
Liabilities and Fund Balances:	1989	1988
General funds:		
Current:		
Current portion of long-term debt	\$ 9,362	\$ 8,873
Accounts payable and accrued expenses	35,680	32,993
Due to third-party payors	3,938	7,895
Total	48,980	49,761
Long-term debt, excluding current portion	106,665	78,027
Deferred compensation	6,047	5,309
Deferred third-party reimbursement	1,935	2,102
Deferred revenue	15,750	16,100
Reserve for medical malpractice	8,416	8,530
Fund balance	106,808	97,376
Total	294,601	257,205
Restricted fund balances:		
Specific purpose funds	7,171	7,338
Total	\$301,772	\$264,543



People and Departments

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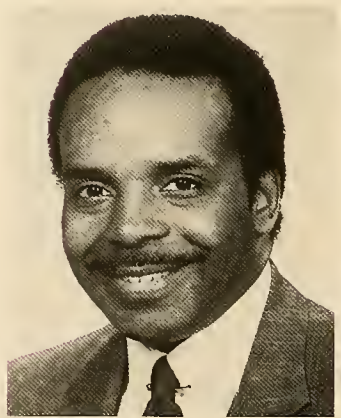
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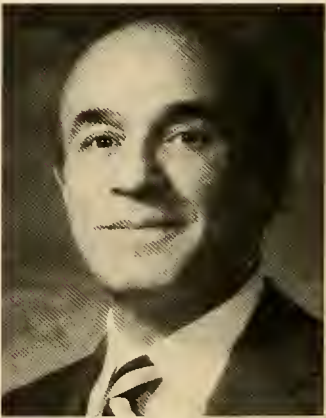
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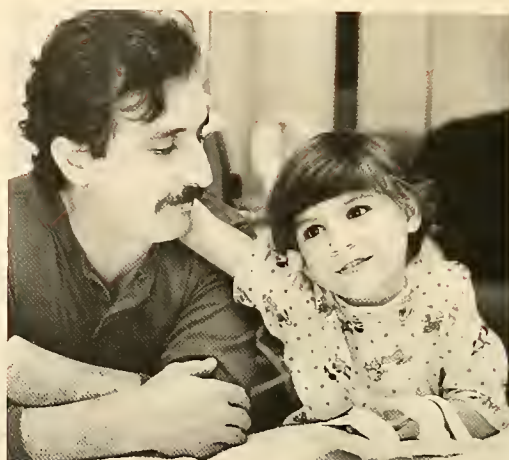
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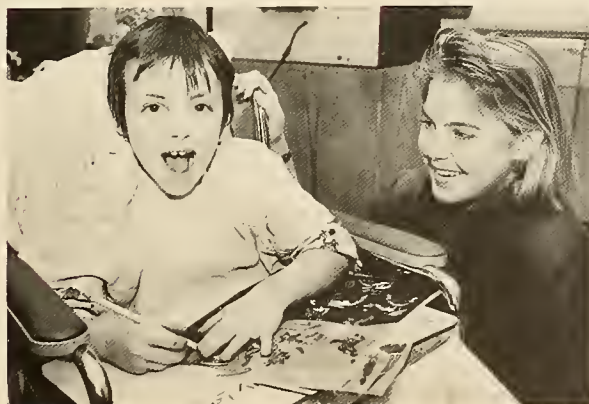
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James F. Casey Fund
Children's Hospital Cardiovascular
Surgical Foundation
Children's Hospital Department
of Dentistry
Children's Hospital Department
of Medicine

Children's Hospital Neurology
Service Fund
Children's Hospital Neurosurgical
Clinic Fund
Children's Hospital Radiology Staff
Children's Orthopaedic Surgery
Foundation
CMC Otolaryngologic Foundation,
Inc.
Clipper Ship Foundation, Inc.
Combined Jewish Philanthropies
of Greater Boston
The Copeland Family Foundation,
Inc.
Jessie B. Cox Charitable Trust
Ethel B. Crocker Trust
The S. Sydney DeYoung
Foundation
Dodge Jones Foundation
Helen D. Dodge Trust
Charles J. Draper Trust
James W. Dunphy Trust
The Dyson Foundation
Eastern Charitable Foundation
Eaton Foundation
Stanley H. & Theodora L.
Feldberg Foundation
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Foyze Memorial Foundation, Inc.
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G. Peabody & Rose Gardner
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Hermit Hill Charitable Lead Trust
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Henry Hornblower Fund, Inc.
Mabel A. Horne Trust, Bank
of Boston, Trustee
The Howard Johnson Foundation
The Hunt Foundation
Margaret M. Hurley Trust
Hyams Foundation
The Jockey Hollow Foundation, Inc.

John Hancock Charitable Trust
Joint Program in Neonatology
Clinton O. and Lura Jones
Memorial Trust
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Joseph Persky Foundation
G. Gorham Peters Trust
Charles and Cornelia Pfaff Fund
Edwin Phillips Trust
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Olive Higgins Prouty Foundation
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The Edward and Bertha C. Rose
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Richard Saltonstall Charitable
Foundation
Gertrude H. Savage Trust
Sawyer Charitable Foundation
William E. Schrafft and Bertha E.
Schrafft Charitable Trust
Carl & Ruth Shapiro Foundation
The Sharon Sanatorium
The Lucinda Ellen Shaw Trust
William L. Shearer Trust
Sholley Foundation, Inc.
Harold T.N. Smith Memorial
Foundation
Spaulding Foundation
The Seth Sprague Educational &
Charitable Foundation

Phineas W. Sprague Memorial
Foundation
The State Legislative Leaders
Foundation
The Stevens Foundations
Stratford Foundation
The Totsy Foundation
Catherine C. Whitcomb Trust
Benjamin F.C. Whitehouse Trust
William B. Wilkes Trust
Sibylla Orth Young Revocable Trust
William Zakon & Sons Charity
Fund

Estates

Many friends of the hospital choose to remember Children's through their wills. During fiscal year 1989, generous gifts have been received from the estates of the following people.

Anonymous (1)
Jean Atkins
Jason S. Bailey
Charles Bancroft
Frances K. Baril
Eleanore Benton
Mary J. Bonito
Henry G. Bradlee Jr.
Frank X. Calandrella
John Murray Cox
Lotta M. Crabtree
Frances M. Fee
Margaret T. Flinn
Dorothy A. Hulett
Helen Hurwitz
Eugenia M. Jacoby
Helen Steel Jones
Herman Leventhal
Madeline A. Little
Betty B. McAndrew
Robert K. McCarthy
Gladys A. O'Brien
Gertrude Parker
Louise H. Parsons
Muriel B. Raines
Charles A. Rheault Jr.
Selma Roberts
Rosalie Romanos
Bertha W. Smith
Grace Hall Thacher
Leland E. Thomas
Gertrude E. Thompson
Hilda O. Wiener
Jeanne M. Wysor

Associations and Groups

Order of Ahepa
Athens Chapter #24 Boston
Alpha Phi Sorority
Amvets Post #32
Joe Andrews Volleyball & Teams
Trivia Events
Athenian Piraeon Association
of New England
Atlantic Health Care Resources
Atwell School
AXION
Bank of Boston Rowing Challenge
Michael Joseph Bellevue
Memorial Golf Tournament
Beth Am Temple Youth Group
Boston Curtain & Drapery Club,
Inc.
Boston Gas Company Employees
Chelmsford Women of Today, Inc.
Children's Hospital Charity Golf
Tournament
The Children's Hospital League
Children's Hospital One for
All Fund
Children's Hospital School
of Nursing
CLSI, Inc. Employees
Combined Federal Campaign
Massachusetts Bay Area
United Way
Southeastern New England
Commonwealth of Massachusetts
West Roxbury District Court
Crescent Yacht Club, Inc.
Cub Scout Pack #1620
Cystic Fibrosis Friends
Cystic Fibrosis Meets Its Match
Franklin Lodge of Elks #2136
General Electric Company
Employees
Good Neighbor Fund
of Everett
Hamilton Equestrian Center
Health & Beauty Aid Association
Hellenic Benefit
Anne Holden Golf Tournament
Housewares Club of New
England, Inc.
Bethesda Lodge No. 30 IOOF
Jewish Federation of Palm Beach
County
Family and Friends of Sean Roy
Johnson

Kids Classic Golf Tournament
Lad & Lassie
Friends & Family of Martin J.
Lawless
Lend A Hand Society
Lexington Pediatric Associates
Medway High School Student
Council



MGIC Golf for Children's Hospital
Mie University School of Medicine
Monhegan Sail, Inc.
National Academy of Sciences
Neurology Associates of Eastern
Maine, P.A.
New England Car Wash
Association
New England Telephone
Company Employees
Pancretan Association of America
Parents Without Partners, Inc.
Pine Grove Baptist Church
Randolph High School
Rockland Golf Course and Friends
S.S. Exxon Boston, Officers & Crew
Family and Friends of Joshua
Tyler Shairs
Sillogos Filiatrinon
Southbridge High School
Stonebury's Restaurant Cystic
Fibrosis Benefit
Tetley Inc. Employees
Thermaikos Society
United Order True Sisters, Inc.
NOEMI, No. 11
WBZ-Children's Hospital Fund
Weston High School Students
Wood Gundy Corp. Employees
Worcester Athletic Club, Inc.

Children's Hospital League

Officers and Executive Committee, 1989

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Susan Meyer, vice president for Education
Priscilla Doulton, vice president for Fund Raising
Lois Doyle, vice president for Membership
Gloria Cohen, treasurer
Carolyn Conners, secretary
Barbara Miller, Hospitality chairman
Susan Meyer, Festival chairman
Carolyn Conners and Susan Sawyer, Festival co-chairmen

Volunteer Service

More than 750 volunteers contributed more than 60,000 hours of service to Children's in 1989. In addition, more than 700 volunteers donated their time and talents as performers to entertain patients.

The volunteers listed below completed 10 or more years of service in 1989.

Rev. Joseph Bassett
16 years
Kate Begien
10 years
Robert Begin
11 years
Phoebe Blum
20 years

Libby Casty
15 years
Marian Clark
24 years
Edna Mae Foreman
12 years
Nancy George
13 years
Helen Ginsberg
32 years
Robert Groden
24 years
Dianne Benoni Head
17 years
Eleanor Karp
15 years
Patricia Keith
13 years
Myrtle Koenig
19 years
Doris Levy
32 years
Charles Lloyd
15 years
Bess Pappas
14 years
Mae Rosenberg
28 years
Frank Rossi
26 years
Ruth Savel
35 years
Sandy Selesky
17 years
Lillian Shulman
32 years
M. Greely Summers
12 years
Anne Woolf
19 years

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William L. Boyan, vice chairman of the board
George H. Kidder, vice chairman of the board
William W. Bain Jr., treasurer
David S. Weiner, president
Marjorie G. O'Kane, secretary
Antoinette J. Valenza, assistant treasurer

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chief

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chief

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chief

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Trevor J. McGill, M.D.,
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chief



Many parents have to stress the importance of sharing to their children. That has never been an issue for Sarah Sawyer of Newburyport, whose 7-year-old identical twin boys, Michael and Jason, shared the gift of life last June.

Jason required a bone marrow transplantation to eradicate stage IV neuroblastoma, a cancer that compromises the nervous system. Finding a compatible marrow donor is often difficult, but because Jason and Michael are identical twins, they were a perfect match. On average, only one in four siblings will match the patient completely.

On the morning of June 16, Michael entered an operating room to have his marrow removed. Later that day, after enduring months of debilitating chemotherapy and radiation treatments, Jason received Michael's treated marrow through intravenous infusion, as Michael stood by his side. At that time, the brothers decided that they would celebrate that important anniversary for the rest of their lives.

It was a joyous day when Jason was able to go home with the hope of a healthy future. Though he must take precautions to ward off infections for some time, he is recovering well and recently was able to rejoin his classmates in school.

High-tech treatments such as bone marrow transplantations are very expensive. Thousands of generous donors annually support Children's, enabling the hospital to provide these treatments and continue its world-renowned patient care and research.

Please consider such a gift to Children's this year. Your contribution will help physicians, researchers, nurses — and especially children — share the gift of life.



donated by his brother, Michael.

Right.
Nine months later, Michael
(left) and Jason return to
Children's for a visit.

Many parents have the importance of sharing to their children. This has never been an issue for Sarah and John of Newburyport, whose 7-year-old boys, Michael and Jason, shared a bone marrow transplant last June.

Jason required a bone marrow transplant to eradicate stage IV neuroblastoma, a cancer that compromises the nervous system. Finding a compatible marrow donor is crucial because Jason and Michael are identical twins, so they were a perfect match. On average, only one in four siblings will match the patient.

On the morning of June 16, Jason was taken to an operating room to have his marrow transplant. Later that day, after enduring more chemotherapy and radiation treatment, he received Michael's treated marrow through an intravenous infusion, as Michael had done on his side. At that time, the brothers were told they would celebrate that important day with family for the rest of their lives.

It was a joyous day when Jason was able to go home with the hope of a healthy future. Though he must take precautions against infections for some time, he is thriving and recently was able to rejoin his friends in school.

High-tech treatments such as bone marrow transplantations are very expensive, but the generosity of donors annually supports the hospital, enabling the hospital to provide these treatments and continue its world-renowned patient care and research.

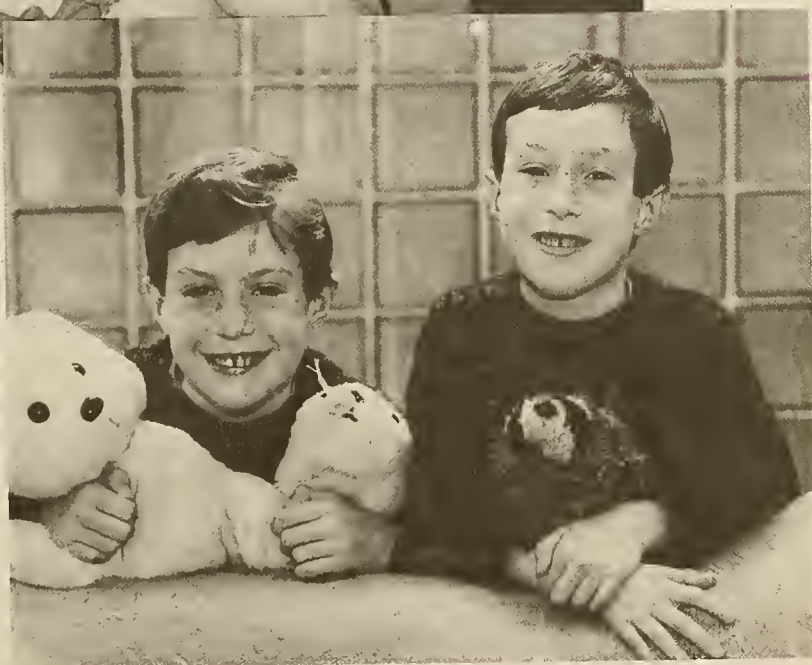
Please consider such a gift to Children's Hospital this year. Your contribution will help physicians, researchers, nurses — and especially children — share the gift of life.

It is important that there always be a place like Children's Hospital where parents know that their children will receive the best pediatric care in the world.

For Children's to deliver this special kind of care, the hospital needs the support of many friends. Your gift can make a difference in a young child's life. Please give as generously as you can.

Children's Hospital





Above:
Jason receives bone marrow
donated by his brother, Michael.

Right:
Nine months later, Michael
(left) and Jason return to
Children's for a visit.

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Children's Hospital

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